

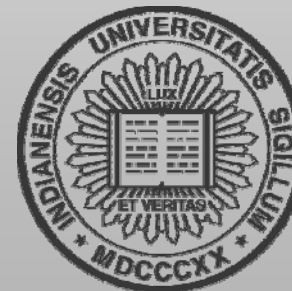
Tennessee Charter School Summit

Strengthening Charter Schools through Performance Measurement

March 6, 2008

Mindy Hightower King, Ph.D.

**Center for Evaluation & Education Policy
Indiana University**



WORKSHOP GOALS

- Gain knowledge and skills to articulate and communicate program theory through ***logic models***;
- Learn to develop strong ***program objectives*** for current programming and future funding opportunities;
- Understand how to create meaningful ***performance measures*** to ensure collection of high quality data and demonstrate program success;
- Determine how all of these elements contribute to useful ***evaluation plans*** for charter schools.

WORKSHOP OVERVIEW

1. Logic Models – the foundation for meaningful performance measurement
2. **Break for Lunch**
3. Program Objectives – What do you want to accomplish? How will you get there?
4. Performance Measures – How will you know if you have reached your objectives?
5. Next Steps – What should I do with this information?

Using Logic Models to Articulate Program Theory

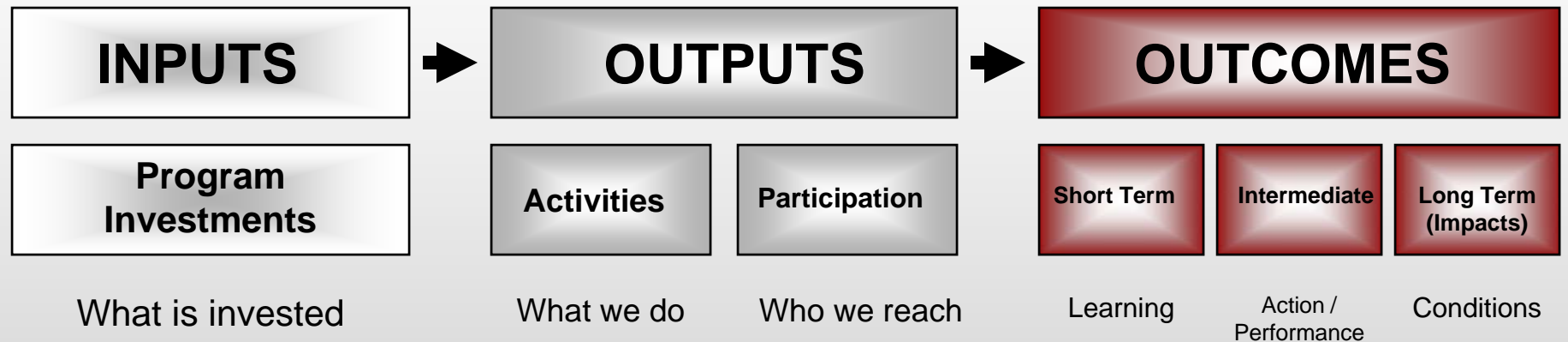
What is *Program Theory*?

- A plausible description of how a program is intended to work; includes the resources used, activities conducted, and the expected results.

What is a *Logic Model*?

- A diagram that communicates program theory; shows logical relationships among the resources that are invested, the activities that take place, and the benefits or changes that result.

Sample Logic Model

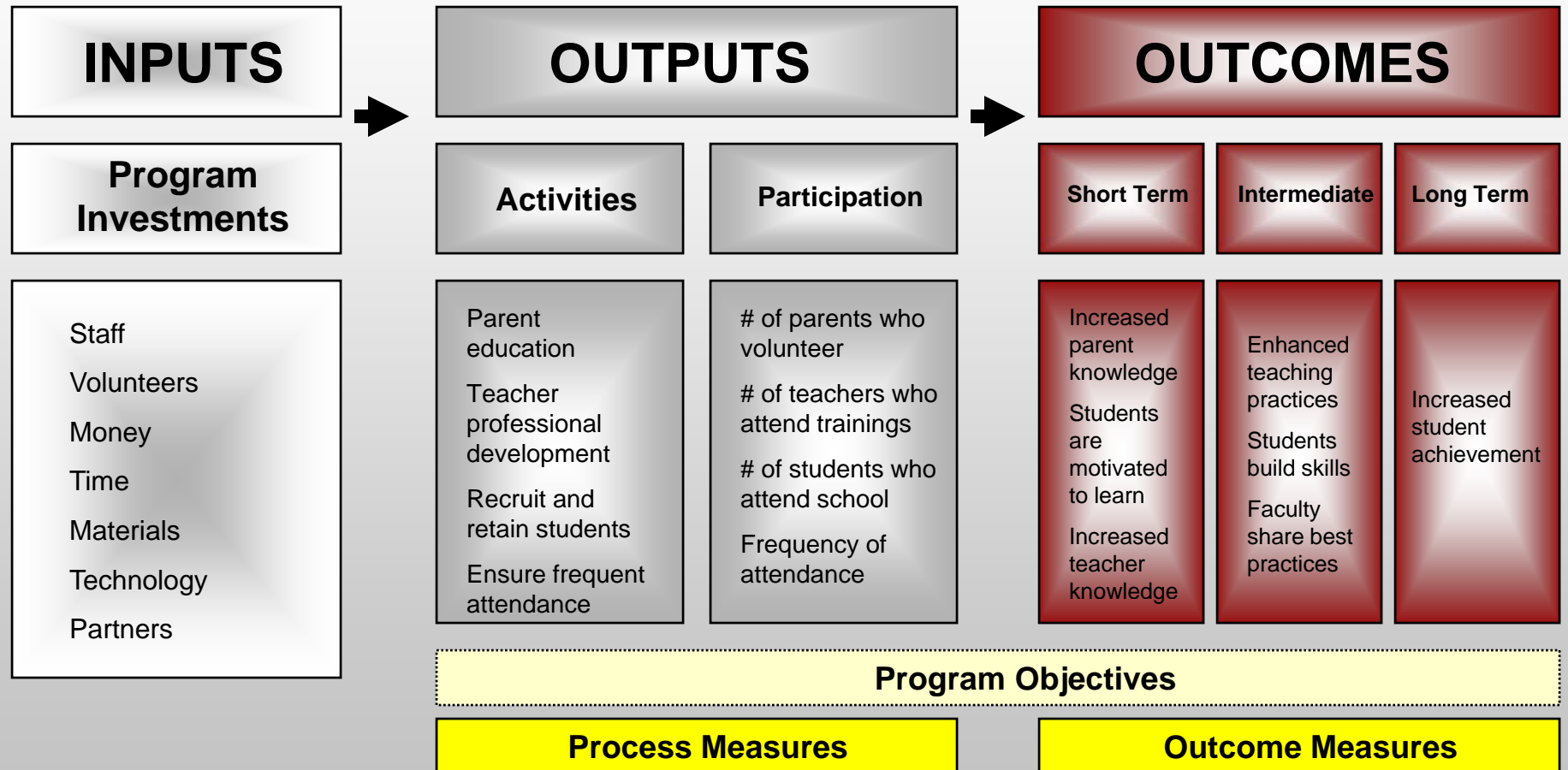


Inputs - the resources invested that allow us to achieve the desired outputs.

Outputs - activities conducted or products created that reach targeted participants or populations. Outputs lead to outcomes.

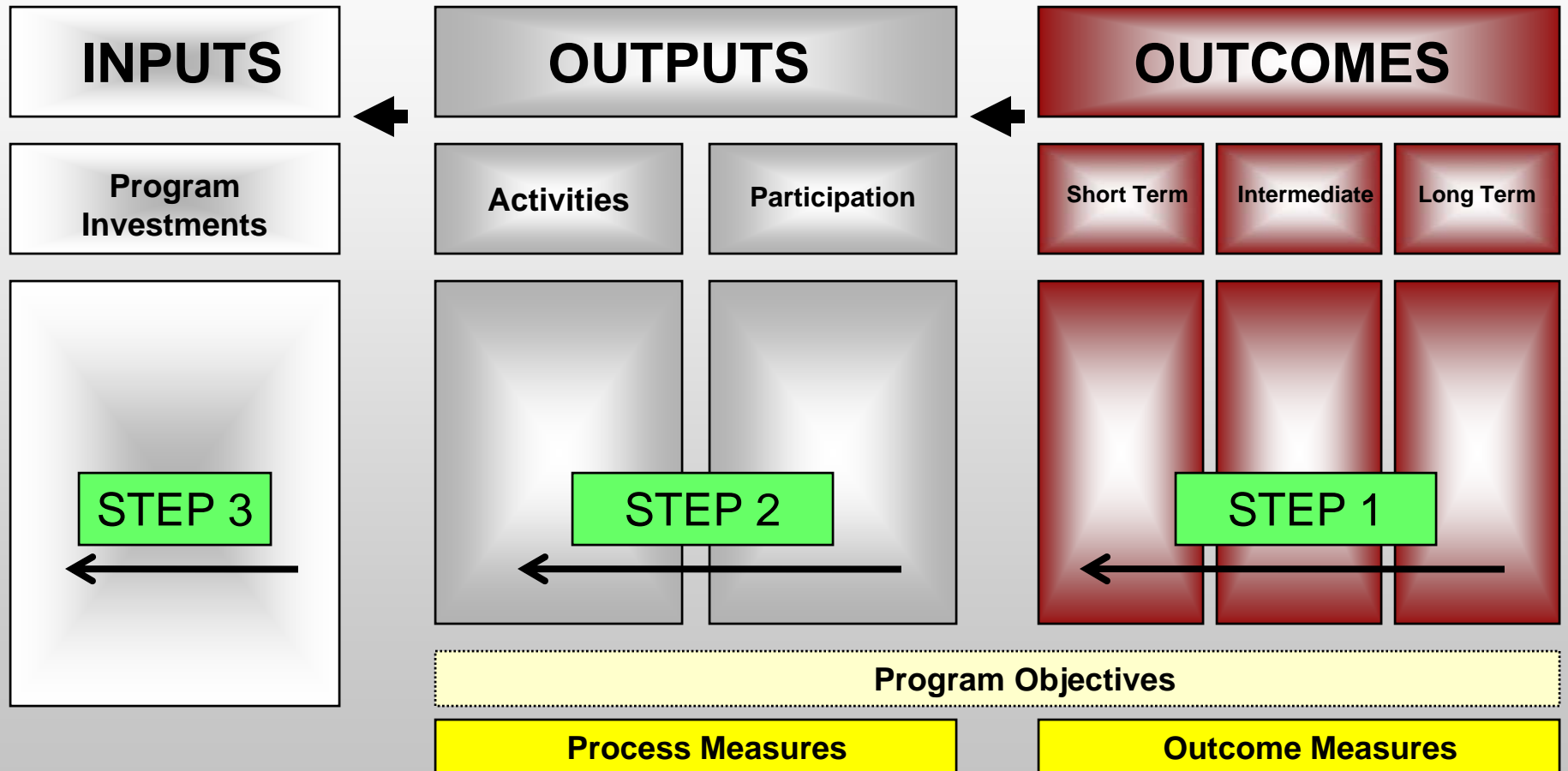
Outcomes - changes or benefits for individuals, families, groups, businesses, organizations, and communities.

Sample Charter School Logic Model



Developing a Logic Model:

(Articulate the desired long-term outcomes and work backwards)



Writing Useful Program Objectives

What is a Program Objective?

- A brief statement that describes what a program is intended to accomplish and, in some cases, how it will get there.

How many should I have?

- There is no “correct” number of objectives for a program, although you should ultimately measure progress towards each one (usually with two to five performance measures each) – therefore, shoot for 3-5.

Where do I start?

- Go back to your logic model and pull out the primary categories of program outputs or outcomes. These should describe the primary aims of your program.

Useful Program Objectives:

What makes for a strong objective?

- ***Relevance***
 - ***Applicability***
 - ***Focus***
 - ***Measurability***
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Useful Program Objectives: Criteria #1

RELEVANCE: How relevant is the objective to the overall goal of the program and/or the goal of your project?

- *Improve student achievement among students in XYZ district.*
- *Strengthen the fiscal sustainability of XYZ school.*
- *Increase knowledge of charter schools in the community.*

Useful Program Objectives: Criteria #2

APPLICABILITY: How applicable is objective to the specific activities that are being conducted through your particular project?

- *Assure quality educators in every classroom.*
(Activities: trainings on state standards for teacher licensure, distribution of best practices, etc.)
- *Provide a safe environment.*
(Activities: CPR/First Aid Training, child abuse workshop.)

Useful Program Objectives: Criteria #3

FOCUS: How focused is the objective?

- *Improve learning, teaching, and assessment for all students.* (too little)
 - *Form a parent advisory council.* (too much)
 - *Create an attendance policy.* (too much)
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Useful Program Objectives: Criteria #4

MEASURABILITY: Are there concepts in the objective that lend themselves to measurement? If so, is measurement feasible?

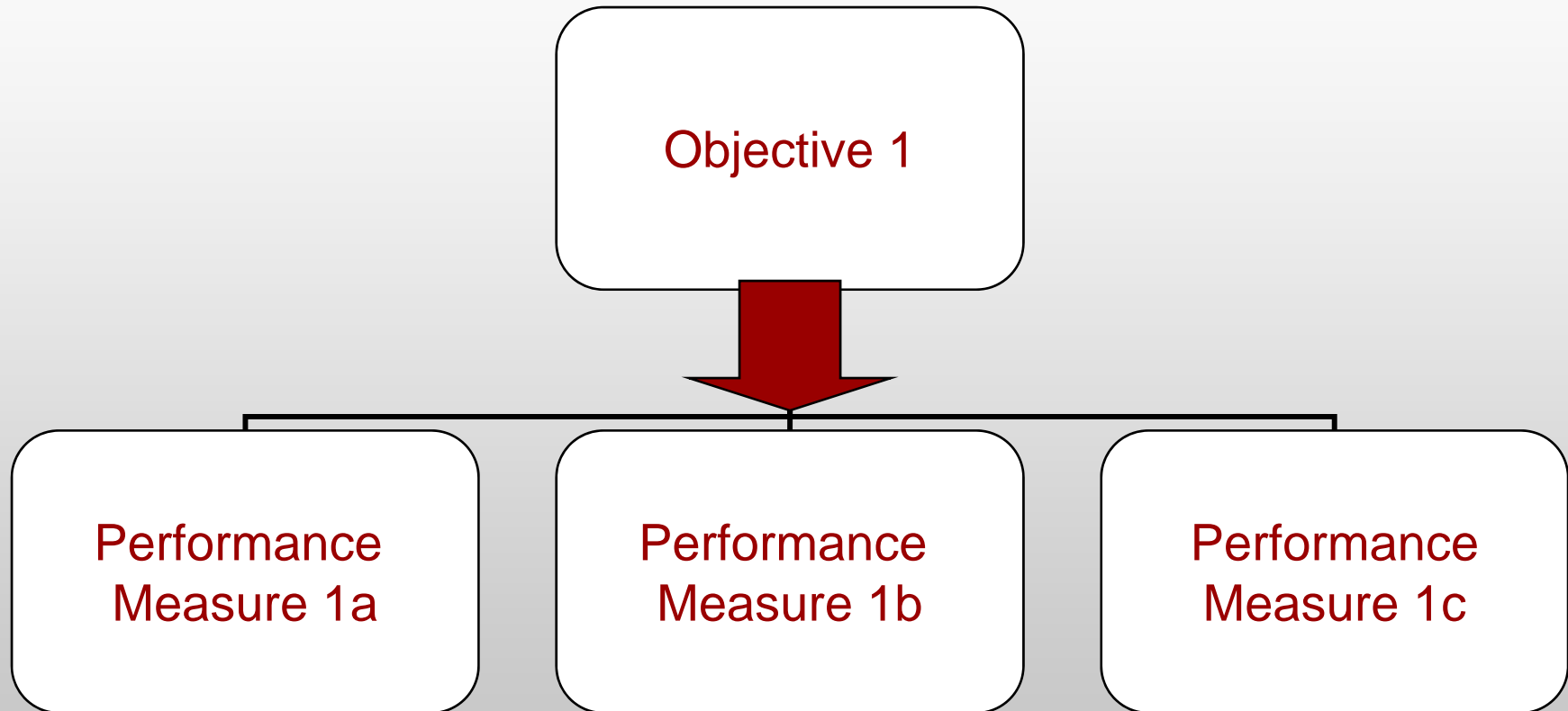
- *Promote the effective management of the school.*
- *Build leadership capacity and professional collaborative culture.*
- *To increase community awareness of and support for the school.*

Practice Exercise:

How do your Program Objectives measure-up?

1. Select 2-3 of your project objectives and write them in the far left column of the worksheet;
2. Rate the extent to which each objective on meets each of the four criteria. Use the following scale:
 - 1 = oops, missed this one completely
 - 2 = could be revised to better meet this criteria
 - 3 = right on the money

Program Objectives / Performance Measures





Program Objective and Performance Measure Alignment

Objective:

Improve secondary school student performance and graduation rates in the district.

Performance Measures:


- a. The Scholastic Assessment Test average of charter school secondary students will exceed district averages by year two of the school.
- b. Charter school secondary students will have a higher graduation rate than the district average by year two of the school.
- c. 80% of charter school secondary students will pass the State Assessment Exam each year.

Performance Measures:

Measurable indicators used to determine how well objectives are being met.

- *What* will change?
- *How much* change you expect?
- *Who* will achieve the change?
- *When* the change will take place?

High Quality Performance Measures

- Charter school secondary students (**who**) will have a higher graduation rate (**what**) than the state average (**how much**) by year two (**when**) of the grant period.
 - 80% (**how much**) of charter school secondary students (**who**) will pass the State Assessment Exam (**what**) in each year of the grant period (**when**).
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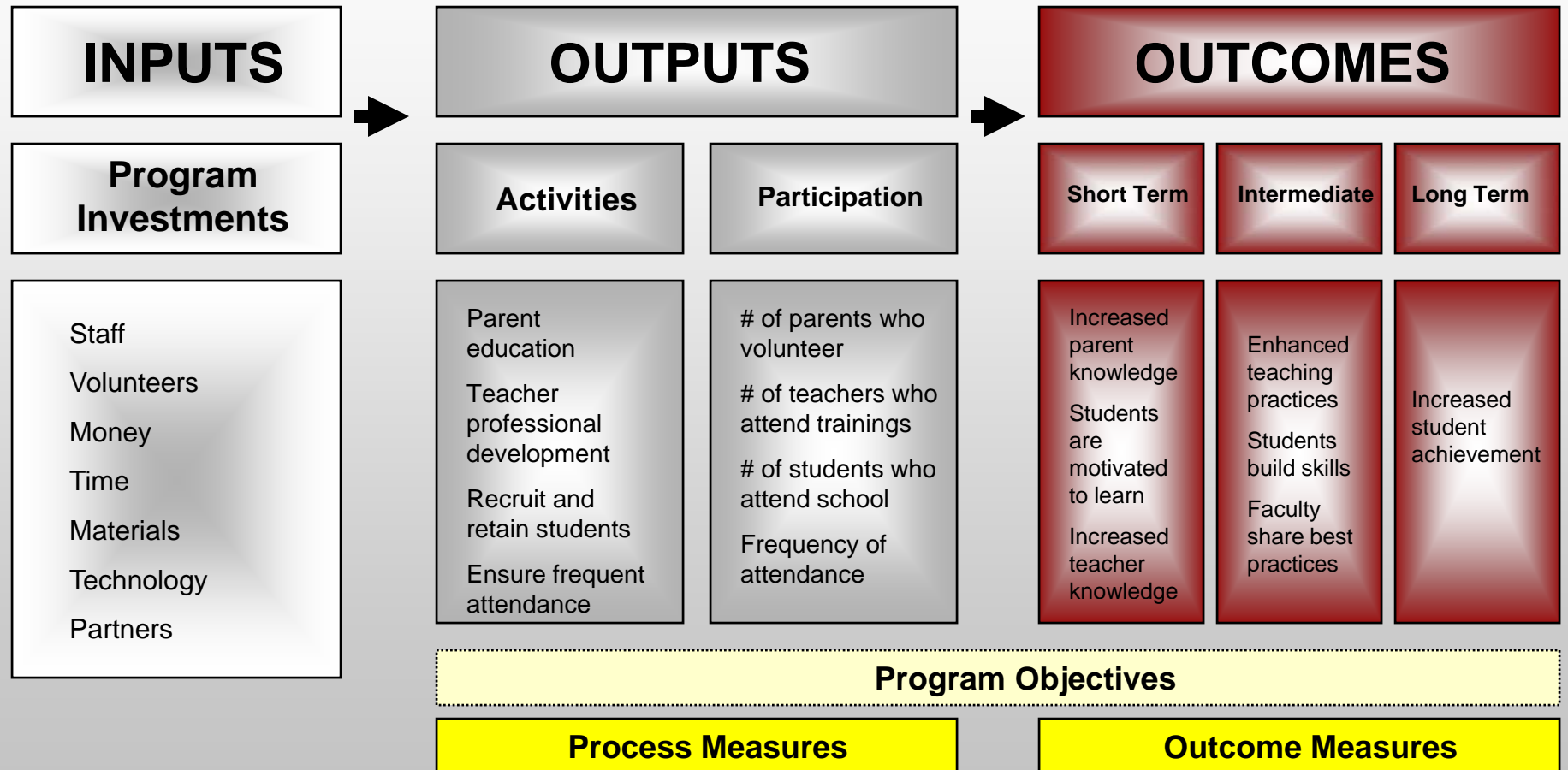
Process/Outcome Performance Measures

Process Measures: the process of working towards the objective
Outcome Measures: the outcomes of the objective

Objective: Promote the dissemination of charter school best practices to other public schools.

- a. By July 2010, provide support for 10 dissemination projects that meet annual competitive priorities.
(Process Measure)
- b. By July 2010, increase the number of educational personnel in traditional public school districts that are aware of resources related to charter school best practices by 25%.
(Outcome Measure)

Sample Charter School Logic Model



Process Performance Measures

ACTIVITY: Hire qualified teachers

- *At least 80% of new teachers hired will be “highly qualified” according to state standards.*
- *Related outcome?*

ACTIVITY: Create an attendance policy.

- *100% of new charter schools will implement attendance policies that involve parent participation.*
- *Related outcome?*

Practice Exercise:

Developing High Quality Performance Measures

1. Using the right half of the worksheet, draft 2-3 performance measures to assess progress toward the related program objective (include at least one process and one outcome measure);
2. Identify each element of the performance measure in the adjacent columns;
3. Indicate if the measure is a process or outcome measure (and why).



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